



# US Army Recruiting Command



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## **USAREC Overview**

**Environmental and Industry Assessment  
Conference**



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# USAREC Mission

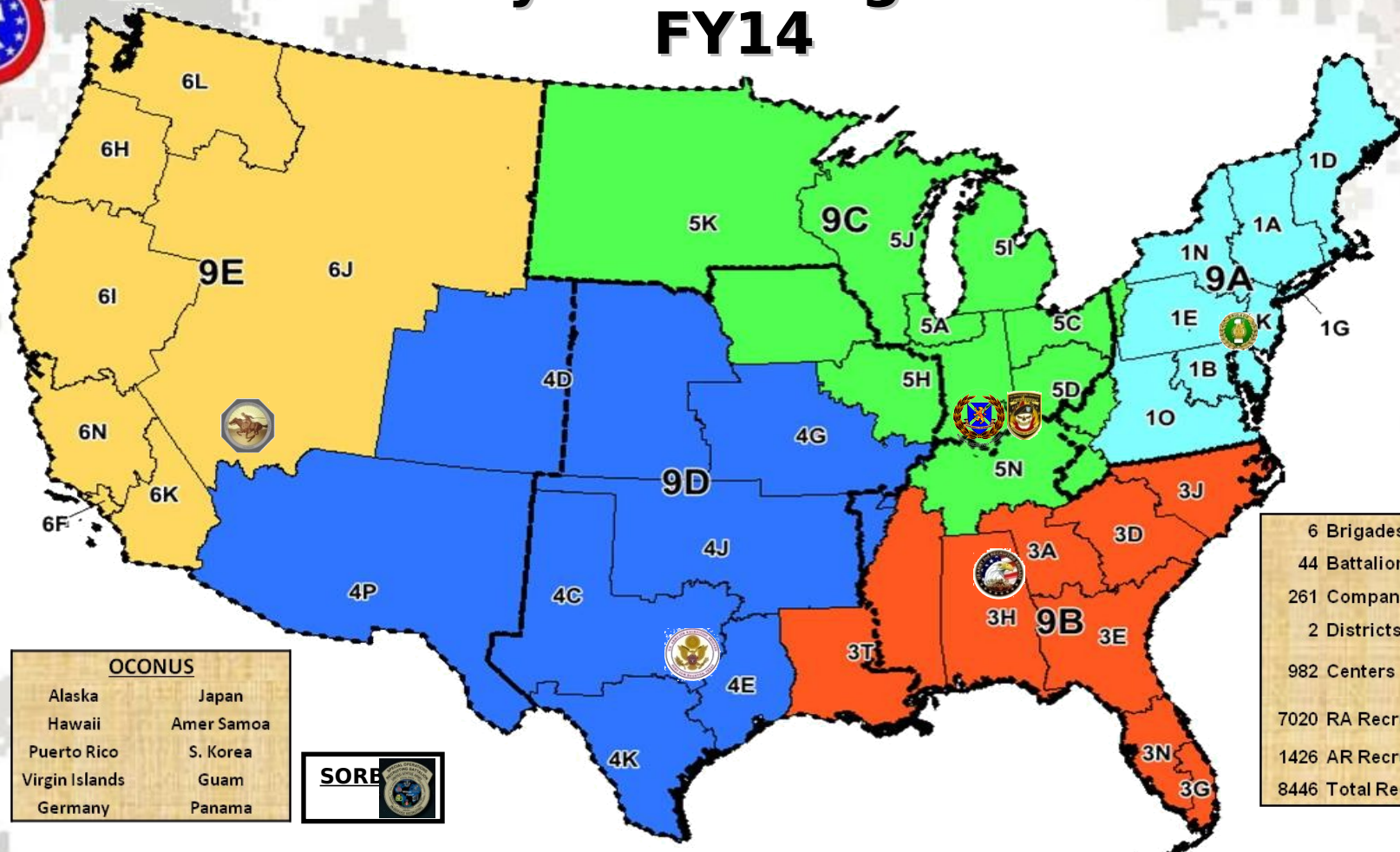
1 October 2013 through September 2019, the Army (USAREC) will recruit professional, volunteer Soldiers; Soldier 2020, capable of effectively executing operations in the Army complex operating environment.



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# U.S. Army Recruiting Command FY14



## OCONUS

Alaska	Japan
Hawaii	Amer Samoa
Puerto Rico	S. Korea
Virgin Islands	Guam
Germany	Panama

## SORE



6 Brigades  
44 Battalions  
261 Companies  
2 Districts  
982 Centers  
7020 RA Recruiters  
1426 AR Recruiters  
8446 Total Recruiters

## MR BDE



9A 1<sup>st</sup> MR BN

9B 2<sup>nd</sup> MR BN

9C 3<sup>rd</sup> MR BN

9D 5<sup>th</sup> MR BN

9E 6<sup>th</sup> MR BN

## 6<sup>th</sup> BDE



6F	Los Angeles
6H	Portland
6I	Sacramento
6J	Salt Lake City
6K	Southern Cal
6L	Seattle
6N	Fresno

## 5<sup>th</sup> BDE



4C	Dallas
4D	Denver
4E	Houston
4G	Kansas City
4J	Oklahoma City
4K	San Antonio
4P	Phoenix

## 3<sup>rd</sup> BDE



5A	Chicago
5C	Cleveland
5D	Columbus
5H	Indianapolis
5I	Great Lakes
5J	Milwaukee
5K	Minneapolis
5N	Nashville

## 2<sup>nd</sup> BDE



3A	Atlanta
3D	Columbia
3E	Jacksonville
3G	Miami
3H	Montgomery
3J	Raleigh
3N	Tampa
3T	Baton Rouge

## 1<sup>st</sup> BDE



1A	Albany
1B	Baltimore
1D	New England
1E	Harrisburg
1G	New York City



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**Commanding General**  
★★★

**Command Sergeant Major**

**Deputy Commanding General**  
★

**Retention**

**CIG**

**Inspector General**

**Staff Judge Advocate**

**Chief of Staff**

**Deputy Chief Of Staff**

**Secretary of the General Staff**

**Headquarters Company**

**Rctg Standards**

**SORB**

**Recruiting & Retention School**

**G1 Human Resource Management**

**G2 Process, Market & Msn Analysis**

**G3 Plans, Operations**

**G8 Resource & G4 Logistics**

**G5 Strategic Management**

**G6 Information Mgmt (ISA)**

**G7/9 Marketing, Education & Outreach**

**Health Services Directorate**

**Command Chaplain**

**Command Psychologist**

**Executive Services**

**Safety**

**5th Rctg Bde**  
Dallas  
Denver  
Houston  
Kansas City  
Oklahoma City  
San Antonio  
Phoenix

**6th Rctg Bde**  
Los Angeles  
Portland  
Sacramento  
Salt Lake City  
Seattle  
S. California  
Fresno

**Medical Rctg Bde**  
1st AMEDD  
2nd AMEDD  
3rd AMEDD  
5th AMEDD  
6th AMEDD  
Chaplain

**1st Rctg Bde**  
Albany  
Baltimore  
Beckley  
Harrisburg  
Mid-Atlantic  
New England  
New York City  
Syracuse

**2d Rctg Bde**  
Atlanta  
Columbia  
Jacksonville  
Miami  
Montgomery  
Raleigh  
Tampa  
Baton Rouge

**3d Rctg Bde**  
Chicago  
Cleveland  
Columbus  
Great Lakes  
Indianapolis  
Milwaukee  
Minneapolis  
Nashville

RED - Command Group  
BLUE - Staff Group  
GREEN - Field Commands  
GREY - External Group



**USAREC  
Structure  
FY14**

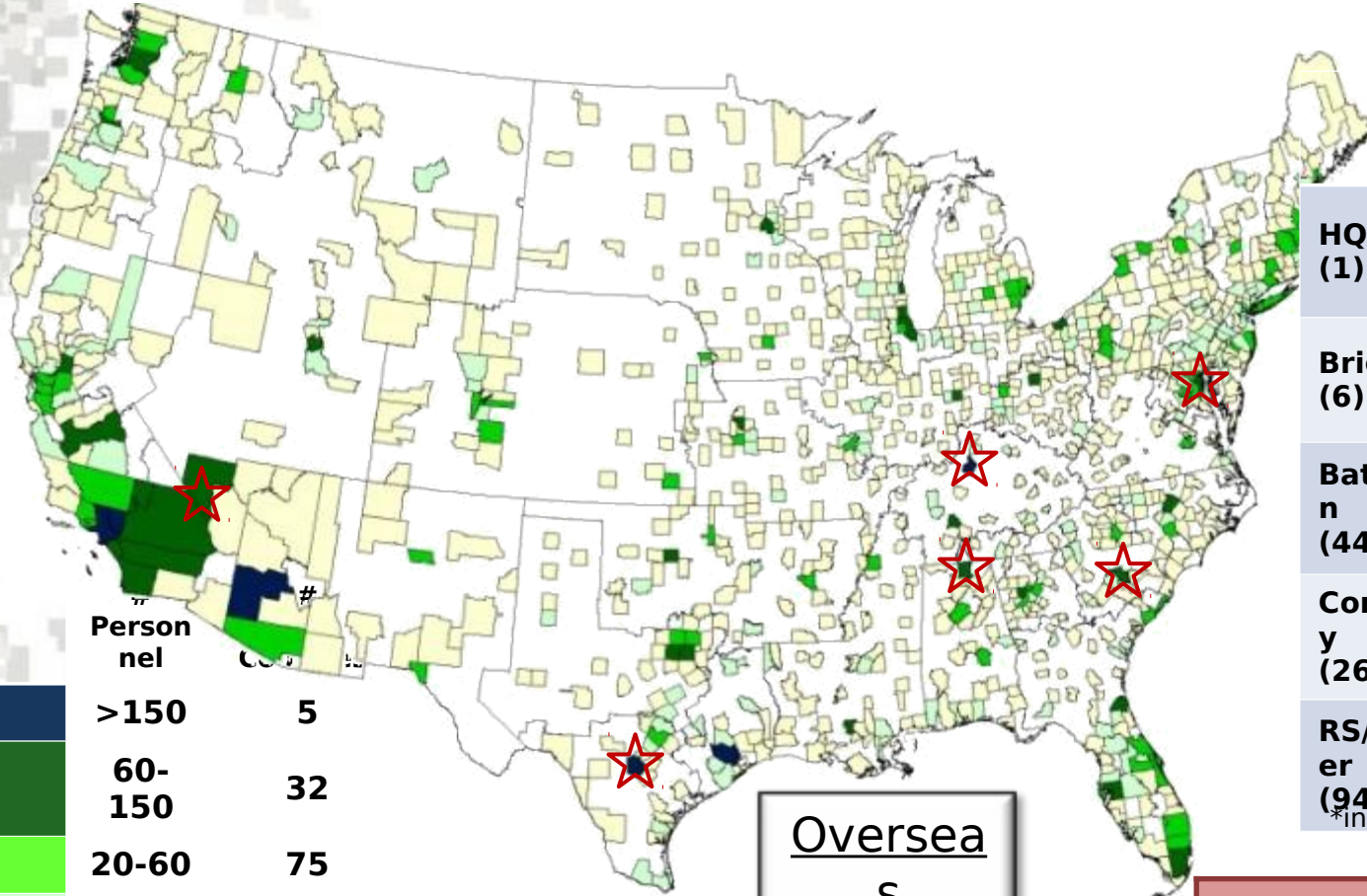




# Where USAREC Provides the Strength

Most Dispersed Command in the Army

## Organizational Structure



	# Personnel	% of Command
HQ's (1)	748*	6%
Brigade (6)	376	3%
Battalion (44)	1803	15%
Company (262)	779	7%
RS/Center (948)	7,872	68%

\*includes Virtual Recruiting Center

Personnel	#
>150	5
60-150	32
20-60	75
10-20	163
1-10	731

- Overseas
- Alaska
  - Hawaii
  - Puerto Rico
  - Virgin Islands
  - Germany
  - Japan
  - Amer Samoa
  - S. Korea

Over 11,500 personnel in over 1800

☆ -HQ/BDE/RRS Location

Source: HSS FAZR Current USAREC TDA





# FY14 Recruiting Requirements

USAREC will Recruit -

- 57,000 Regular Army (RA)
- 18,313 Army Reserve (AR)

And Also Recruit

For...  
RA AR

827	620	Army Medical Department (AMEDD)
85	80	Chaplain
0	50	Chaplain Candidate
325*	313*	Officer Candidate (OCS)
1540*	0	Special Forces (18X)
48*	20*	Translator (09L)
129	0	Band
100	0	Ordnance (89D)
2400	0	Special Forces Officer/Enlisted
230	0	Cultural Support Team
962	0	Civil Affairs Officer/Enlisted
800	0	Military Information Support Operations (MISO) Officer/Enlisted
220	0	160 <sup>th</sup> Special Operations Aviation Regiment (SOAR)
207	0	Non-Rated Crew Members (NRCM)
125	0	Aviation Back Shop Maintenance
155	0	Service Support
550	0	In-Service Warrant Officer (Tech)
316	0	In-Service Warrant Officer (Flight)
96	0	Unmanned Aircraft Systems Enlisted
134	0	160 <sup>th</sup> SOAR Non-Aviator

RA Total of  
64,207

FY14 FS  
Entry Pool  
Shortfall  
6,834

AR Total of  
19,063

Total of  
90,104

\* OCS, 18X, 09L and Band  
already Counted  
in the RA 57,000 & AR  
18,313  
Accession Count



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# Command Priorities & Supporting Objectives



## Leader Development

- a) Implement Army SHARP program—No Sexual Assaults
- b) Execute Army Leader Development Strategy
- c) Understand and operate through Mission Command
- d) Execute Ready and Resilient Campaign; Wellness efforts effective for Soldiers, Civilians & Families across command
- e) Professionalism/Profession of Arms: Instill, uphold and enforce standards and discipline at all levels



## Extend Opportunities to Join the Force

- a) Recruit the best suited for the Army: now & future
- b) Achieve FY14 mission: RA 57K; AR 18.3K; EP 19.9K
- c) Set conditions for FY 15 success
- d) Enable special mission success: MRB & SORB
- e) Adapt and use marketing intelligence network
- f) Improve Army Reserve recruiting partnership



## Adapt Doctrine, Training & Education for Future



- a) Update USAREC doctrine with TRADOC Army 2015
- b) Educate and train with updated doctrine & best practices
- c) Develop Recruiting METL; train & evaluate

## Develop & Deploy Technology Solutions

- a) Implement Knowledge Management practices across command: SharePoint 2010 at every level



## Enable Futures: Plans and Concepts

- a) Link Recruiting to Army and Soldier 2020 concepts
- b) Extend recruiting environment early warning: 14 months
- c) Update Campaign Plan: 2-7 yr horizon; assess quarterly



## Resource the Command

- a) Build and maintain 79R RA/AGR strength at 100%
- b) Sustain total available Recruiter Force strength above 92%
- c) Screen, assign, sponsor, train and direct DA Select Recruiting Force effectively
- d) Implement awards program at individual and unit level
- e) Establish Recruiting Force's identity as elite professionals
- f) Steward and apply limited resources to best enable Recruiter and Small Units success
- g) Engage Army/DOD/Congressional leaders in TAA and POM process to set conditions for future



## Strengthen & Extend Outreach Network

- a) Engage Army and Civilian Leaders at every level
- b) Tell the Army Story in ways, places and to audiences that inspire and educate more to enlist
- c) Strengthen Grassroots/Education Outreach



ARMY STRONG:

As of: 13 Jan 14





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Market Intelligence

Position & Mission the Force



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# Environment Update

- General recruiting environment:
  - Propensity to enlist and attitudes toward the military and will likely decline as the nation moves towards full employment (5% unemployment).
  - Recruiting high quality recruits signals market change driving need for enlistment incentives
- Challenging USAR recruiting:
  - Market cannot distinguish between RA, USAR, and ARNG enlistment programs.
  - Perceptions of reserve opportunities tend to be less favorable.
  - Under resourced enlistment incentives do not compete with ARNG
- Medical recruiting environment:
  - Pending health care reforms & shortages of medical professionals increase the difficulty of medical recruiting.
  - It is critical that financial incentives remain competitive
- Decreasing Pool of Eligible Persons:
  - Increasing prevalence of disqualifying factors like overweight, medical and moral conditions, significantly reduces the size of the eligible population



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# Fundamental Objectives for Recruiting Market Analysis

- To locate the population for enlistment
- To determine the number of enlistments from each populated region
- To position the recruiters to accomplish the mission



QMA Population by County		
■	55,000 to 966,000	(119)
■	8,000 to 55,000	(588)
■	1,000 to 8,000	(1727)
■	0 to 1,000	(783)



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# Qualified Military Available (QMA) Population (Age 17-24)

***For every 4 Americans between the ages of 17 - 24, less than 1 is eligible to serve in the military due to disqualifying conditions.***

2011 US Population 17-24 year olds:  
33.1 Million



Ineligible due to medical condition, criminal history or dependency (too many dependents or single parent)

- 41.6% =



Ineligible due to lack of education credential and/or extremely low scores on ASVAB

- 20.2% =



Overweight and/or Exceed Body Fat Star

-14.8% =

Qualified

**23.4%**

(7.7 Million)



0.4% of the population is less qualified in 2012 vs. 2011 (mainly to overweight)

Of this fully qualified pool, 55% (4.2M) are HS Diploma Graduates who score greater than 50 on the ASVAB. The remainder are HS Diploma Graduates who don't score as well on the ASVAB, or non-HS Diploma Graduates who score well on the ASVAB. Congressional statutes limit enlistments from this portion of the eligible pool.

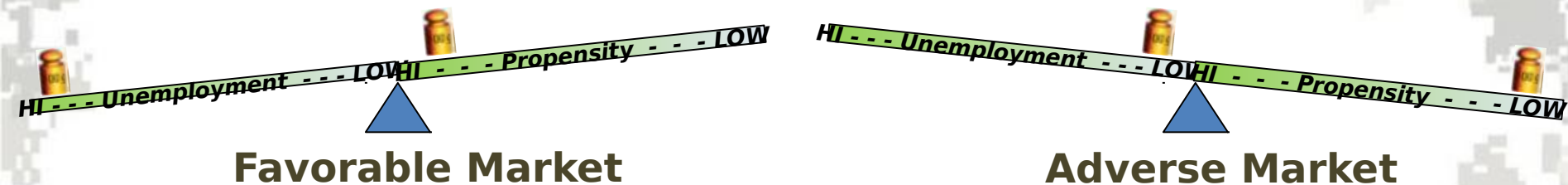


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# Market Analysis: Attitudes & Environment

- The desirability of a military enlistment is a balancing act...



- Life events affect a person's decision to enlist
  - Surge of nationalism following 9-11
  - 10 years of sustained combat has diminished desire to enlist by over 50%
  - Impact of events in the Army...Abu Grab, Ft. Hood shootings, sexual assaults
  - Options in life...college scholarships, good paying job offers
- Influencers affect a person's decision to enlist
  - Mothers are reported as the most influential and least supportive
  - Non-parents tend to have influence and tend to be more supportive
  - Veteran influencers are the most supportive, yet in decline (vet population down 20% since 1990 and expected down to 50% by 2035)

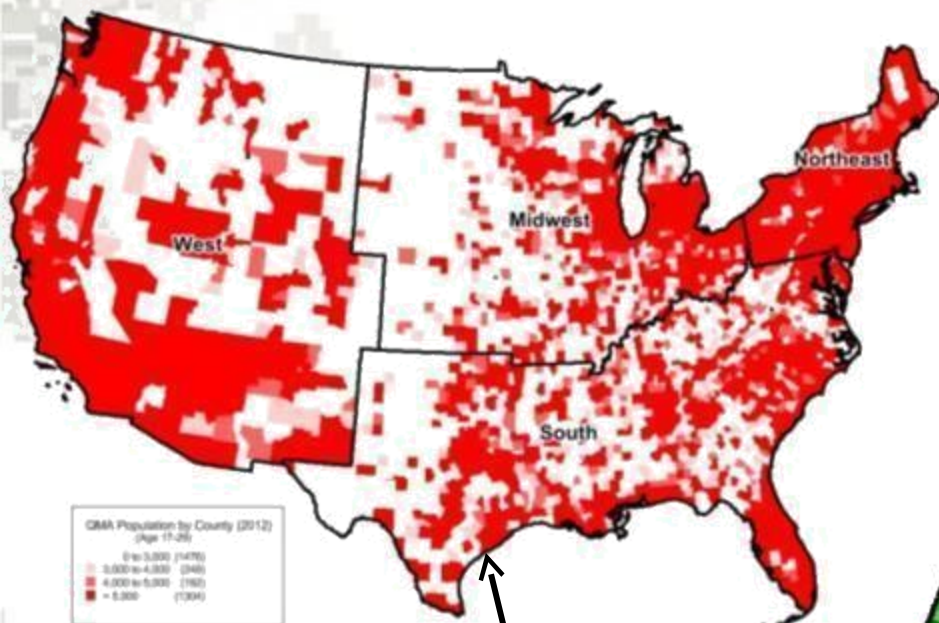


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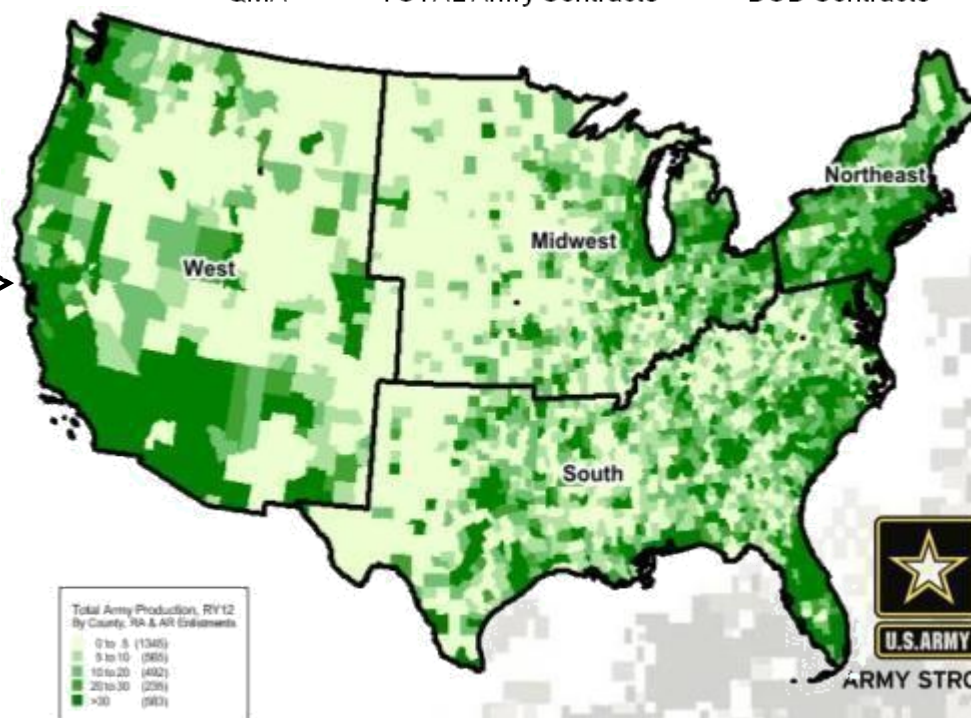
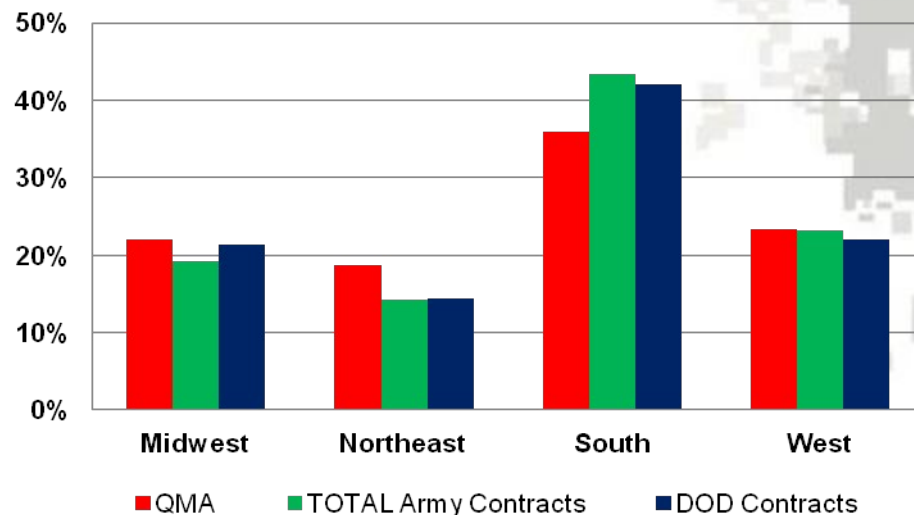


# Market Analysis: Regional Differences



**Population  
Production** →

- Regional differences are real
  - Local environment
  - Political attitudes
- Regional differences change

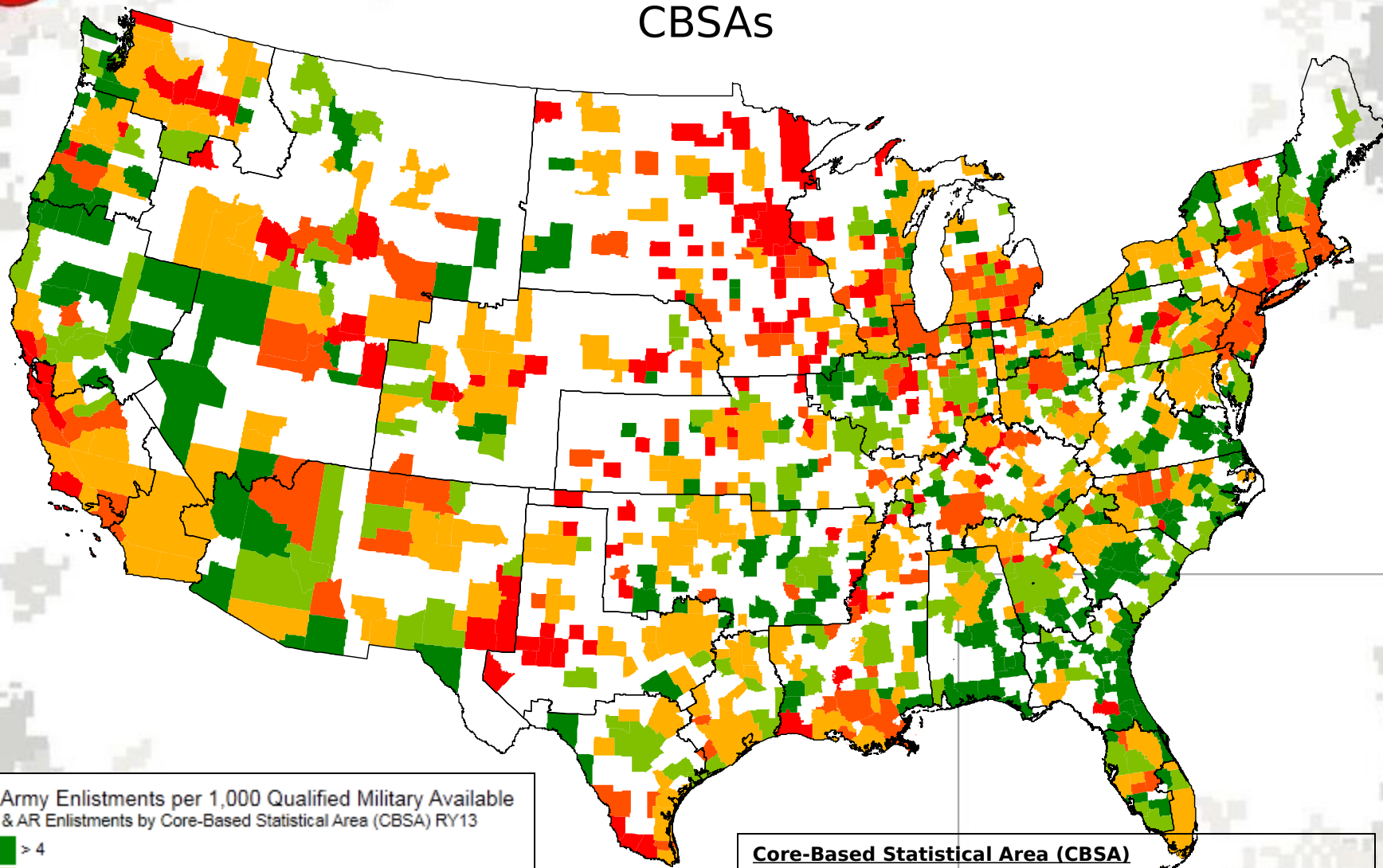


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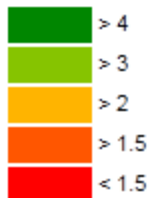


# RY13 Penetration Rates

RA & AR production per 1,000 QMA 17-24 in Metro CBSAs



Total Army Enlistments per 1,000 Qualified Military Available  
RA & AR Enlistments by Core-Based Statistical Area (CBSA) RY13



CBSAs based on Market Penetration  
Age 17-24 QMA Population

## Core-Based Statistical Area (CBSA)

- Census based urban centers with total population >10,000
- Two types: Micro >10,000 & Metro ≥50,000
- CBSAs contain approximately: 45% of land area, over 90% of the QMA population & 92% of RY13 production
- White space represents: 55% of the land area, 10% of the QMA population & 8% of enlistments

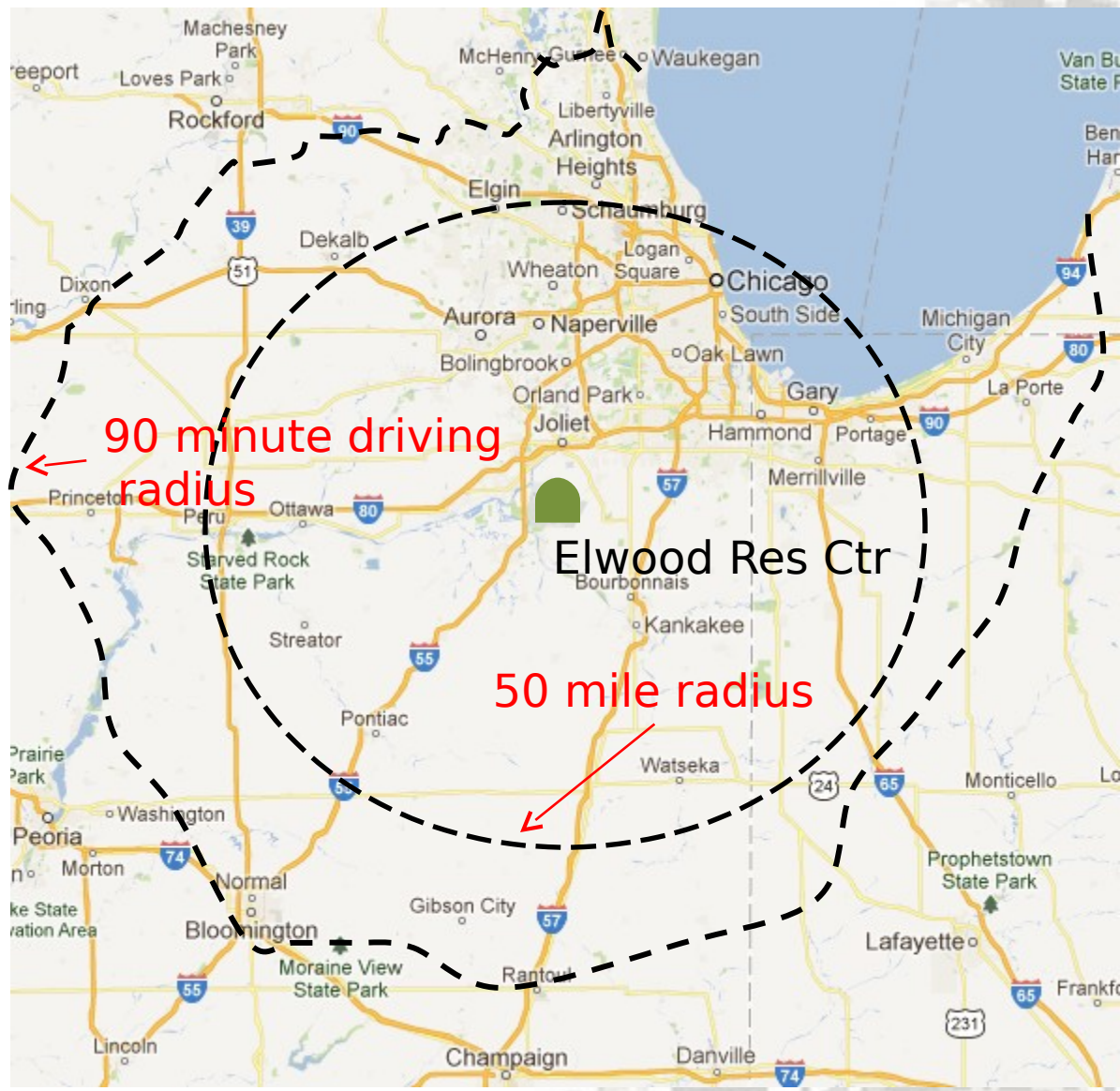




# Market Analysis: Army Reserve



- A geographically bound recruiting mission
- Five conditions for enlistment:
  1. Must be a USAR Unit within 50 miles or a 90 minute commute from the home
  2. USAR Unit must have open vacancies for enlistment
  3. The vacancy must have an available MOS training seat
  4. Applicant must be able to meet the MOS qualifications
  5. MOS training dates must be acceptable to





# Enlistment Mission Process







# Position the Recruiters

- **Recruiter Assignment:**

- Allocates personnel authorizations to match the mission requirements
- Creates organizational boundaries for command and control
- Staff coordinated for personnel, facilities, and resources

- **Considers following variables:**

- Natural geographic boundaries (mountain ranges, river, coast line)
- Zip code level market population and historical production
- Road networks and square mileage
- Drive-time distances
- School populations and colleges
- Political boundaries for local governments
- Local Army Reserve Unit requirements



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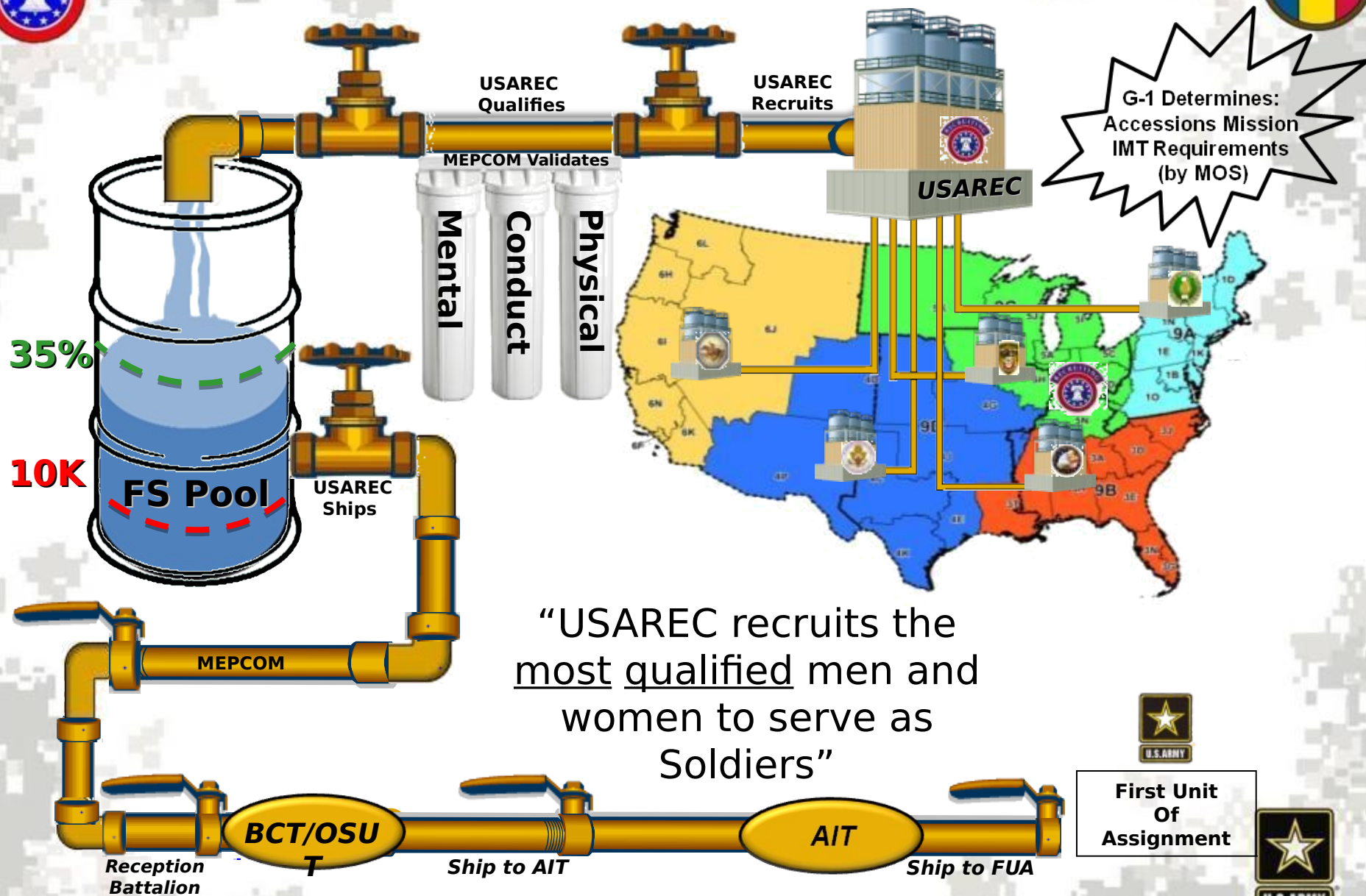
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Recruiting Operations



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# The Enlisted Accessions Pipeline



“USAREC recruits the most qualified men and women to serve as Soldiers”



First Unit  
Of  
Assignment



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# How USAREC Provides the Strength

15.8M – 19.5M Contacts



➤ Recruited from 29,746 Zip Codes

➤ By 8,446 Recruiters

➤ Working from 948 Centers

➤ Processing through 65 MEPS

➤ Reporting to 262 Companies

➤ In 44 Battalions

➤ In 6 Brigades

606,360 Appointments Made



426,870 Appointments Conducted



240,870 Tested



155,632 Qualified



94,278 To MEPS



\*83,270  
Accessions

Less than 3  
of 10 youth  
are  
qualified to  
serve!

\* Enlisted Mission



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# Recruiting Process

## Prospecting

Approx 18.6 M to 23M Contacts for a 90K mission

- Telephone
- Virtual
- Face-To-Face
- Email
- Social Media
- Schools, Community Events, Referrals

## Appointment Make

Approx 715K appointments made

- Recruiters work 29,746 Zip Codes
- Collect Blueprint Info about the Applicant
- First pre-qual

## Appointment Conduct

Approx 500K appointments Conducted

- Tell the Army Story
- Decision-making Process
- Engender Commitment
- Second pre-qual
- Pull FSR2S Enlistment Options

## MEPS

Approx 115K Applicants to MEPS for 90K mission

### Mental

- ASVAB
  - MET Site
  - SASVAB (HS Test)
- Language
- Flight Test
- Special

### Moral

- Live Scan

### Physical

- Height/Weight
- Hearing/Vision Test
- Urine / Blood Tests/HIV
- Drug / Alcohol Test
- Muscle /Joint
- Interview
- Consults (If Required)
- Profile and Enlistment

## Future Soldier Ships

### FS arrives at Training

- Fort Jackson
- Fort Sill
- Fort Leonard Wood
- Fort Benning (Male only)

## Future Soldier Training Program

Future Soldier Pre-Basic Training Tasks

- Army Values and History
- Sexual Harassment Assault Prevention and Response
- Resiliency
- Global Assessment Test
- Equal Opportunity
- Physical Fitness Assessment
- Rank Structure
- Military Customs
- Drill and Ceremonies

## Applicant Enlists

- Guidance Counselor interview
- Confirm FSR2S enlistment options
- Contract/Board for selection OCS/WOFT
- Select Specialty
- Swears In
- AR Accesses when swore in



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# Demographic Profile: RY13 Applicant

## Regular Army

- Enlistments: 68,354
- Male 83.0% / Female 17.0%
- Single 86.6%
- HSDG: 98.3%
- Seniors 23.7%
- Education: 12.4 yrs
- TSC I-III A: 61.7%
- Average Age: 20.9 yrs
- Average AFQT: 58.6
- Average GT: 104.8
- Average Term: 3.7 yrs

## Race

- Caucasian 55.3%
- African Am 22.8%
- Hispanic 15.2%
- API 5.8%
- Native American 0.9%

## Military Occupational Skills

- Combat Arms 34.2%
- Combat Support 27.4%
- Combat Service Support 38.1%



Age 17-24 Qualified Military Available

Caucasian 57.0% African Am 14.6%

Hispanic 22.5% API 5.2% Native

Source: RY13 Wood 058 Poole

## Army Reserves

- Enlistments: 16,282
- Male 72.9% / Female 27.1%
- Single 84.4%
- HSDG: 95.6%
- Seniors 27.9% \*
- Education: 12.3 yrs
- TSC I-III A: 61.6%
- Average Age: 21.7 yrs
- Average AFQT: 58.0
- Average GT: 102.0
- Average Term: 5.8 yrs

## Race

- Caucasian 49.1%
- African Am 24.4%
- Hispanic 19.2%
- API 6.7%
- Native American 0.7%

## Military Occupational Skills

- Combat Arms 5.7%
- Combat Support 33.7%
- Combat Service 58.8%

\*AR Seniors include



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# Future Soldier Training Program (FSTP)

- A Program designed to allow persons to enlist in the Army for up to 14 months prior to departing for basic training
  - The Positives:
    - o Valuable Recruiting Tool
    - o [www.futuresoldiers.com](http://www.futuresoldiers.com) Web site
    - o Supported by Future Soldier Center
  - The Challenges:
    - o Recruiter must keep Future Soldiers Highly Motivated
    - o Seniors must Graduate
    - o Enforcement of Army Knowledge Online requirements
    - o Increased time in Program requires an aggressive sustainment effort



## Future Soldier Pre-Basic Training Tasks (22)

- Army Values and History
- Sexual Harassment Assault Prevention and Response
- Resiliency
- Global Assessment Test
- Equal Opportunity
- Physical Fitness Assessment
- Rank Structure
- Military Customs
- Drill and Ceremonies
- General Orders
- Land Navigation





# Virtual Recruiting Center



- Social Media
  - Mobile APP development
  - Site Trend Analysis
- Future Soldier/Family Support
- [www.goarmy.com](http://www.goarmy.com)
- [www.futuresoldiers.com](http://www.futuresoldiers.com)
- On-line explanation of qualifications, options & benefits
- Linguist Recruiting
- Special Mission Support
  - Medical
  - Chaplain
  - Officer

Chat with a Recruiter







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Marketing, Education & Outreach



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# Target Audiences

- Prospects: Youth Ages 17-24 with emphasis on segments that emerge from on-going research
- Influencers: Adults 35-54 (**with emphasis on parents**) who are the primary influencers of the target youth
- External Audience (other influencers): Community and organization members who also influence our target youth
- Internal Audience: Those presently serving in the Army with emphasis on recruiters



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# Messaging Targeted To Primary Segments On Multiple Platforms

- TV
- Print
- Radio
- Online
- Social Networking
- Direct Mail/E-mail
- Public Relations







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# National Assets

- Golden Knights
- Army Marksmanship Team Van
- Mission Support Battalion
  - » Multiple exhibit semis
    - OC Chopper
    - Aviation semi
  - » Adventure
  - » Interactive semis
- National Agency Touring Assets
- Soldier Show
- World Class Athlete Program (TAIF)
- Challenge Tours
- USAREC Entertainment Team
- Silver Wings Jump Team
- Freedom Team Salute
- National Convention Assets
- Motor sports



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# Local Assets

- Available for local use based on commander priorities and targeting
- Allows local commander the flexibility to support internal operations



**Deployable Rapid Assembly Surgical Hospital**

**Rock Climbing Wall**



**ELMO - Electronic Leads Mobile Option**



**GI Johnny Inflatable**



**Band H3 - with Audio Visual Gaming Console**



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# USAREC SOCIAL MEDIA



To communicate command information to our internal audience. To provide sharable content to our Brigades, Battalions, and recruiters.



We use Flickr as a place to store images so they can be used across all of our platforms and referenced at any time, by anyone.

Instagram



To create and share content geared more toward our target market. Photo heavy content that conveys different aspects of the Army. Will make potential recruits more informed about various aspects of the Army.



To store and share videos, to include: personal messages from the command, MOS videos, special event videos etc.



To post original news stories that are relevant to recruiting command. To provide sharable news stories that can be used across other platforms. To house the USAREC Commander's and CSM's blog and create a one stop location for command information.



To provide the field with direct communication from the USAREC Command Group through command messaging, personal interaction



To appeal to Mothers and primary female influencers by taking more of a soft approach. Finding, creating and posting content that is of interest to Mothers and relating it back to the Army.



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# US Army Grassroots Effort



***VISION: Connecting the US Army - its Mission, its Values, its Soldiers, its Career Opportunities - with Our Community***

## **Board Members**

- ***Serve as a connection to the community***
- ***Provide advice to challenges***
- ***Use personal influence to open doors***
- ***Create opportunities***
- ***Provide leadership continuity***
- ***Work with local recruiters***

**Over 40  
Nation  
Wide**



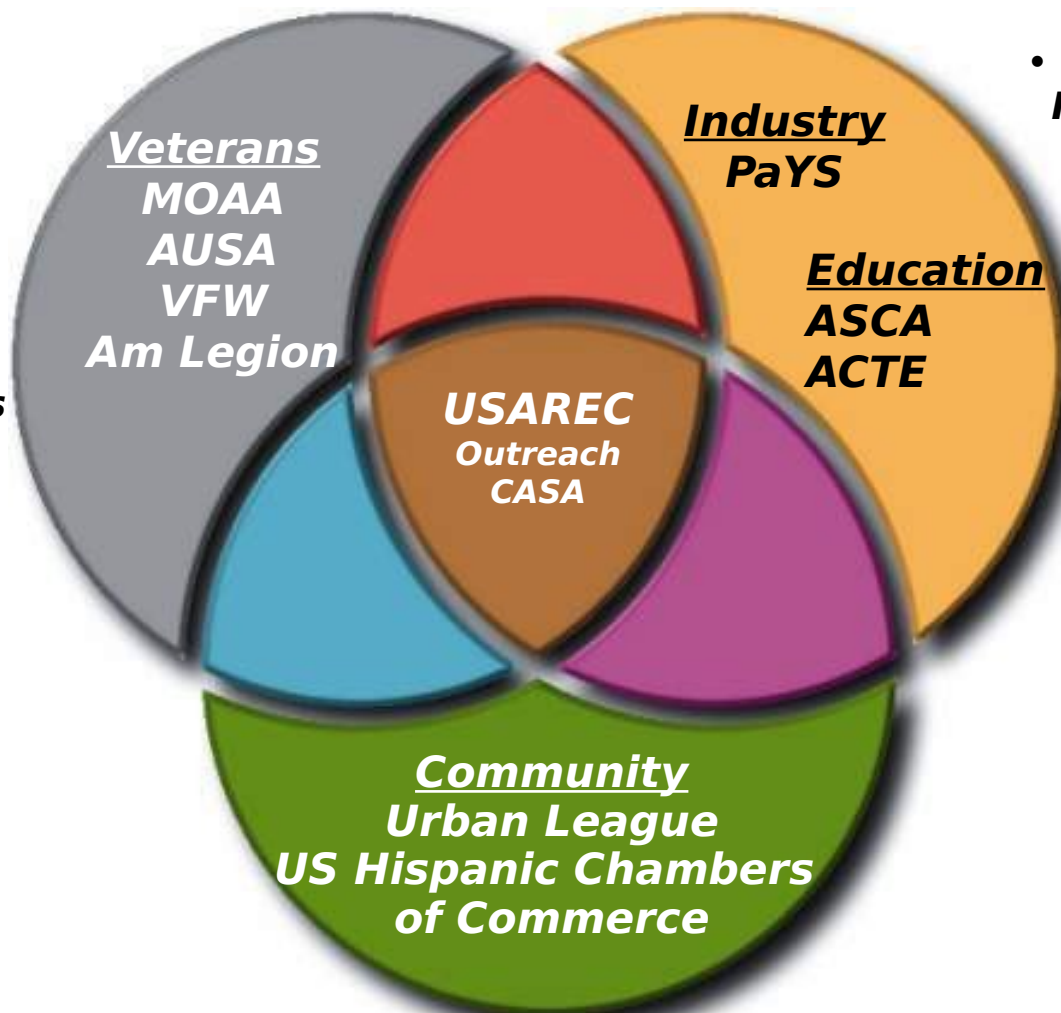
***Board members are committed and trusted community and business leaders whom have the ability to influence others. Advisory Boards generally meet quarterly to understand the Army and its mission, challenges, issues and successes.***



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# Partnerships and Outreach



- **Military Officers Assoc of America**
- **Assoc of the United States Army**
- **Veterans of Foreign Wars**

- **Kiwanis International**

- **American School Counselors Assoc**
- **Assoc of Career & Technical Educators**

**Partnerships and outreach promote Army awareness by telling the Army story!**



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USAREC Strategic  
Management



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# Doctrine



## USAREC developing new doctrine:

- ☑ Two new manuals, 3 & 3-0 (Recruiting Operations) serve as capstone documents to guide all recruiting operations.
  - Provide a foundational understanding at every echelon.
  - Mirror the Army's Doctrine 2015 approach, aligning our efforts w/ how the Army applies doctrine.
- ☑ Nested manuals will describe on-going transformation efforts:
  - More command centric
  - Greater emphasis on leveraging Army planning methodologies (Military Decisionmaking Process & Troop Leading Procedures)
  - Increased emphasis on leveraging Army targeting methodology (Decide, Detect, Deliver & Assess)
  - More emphasis on Leader Development
  - Increased emphasis on commanders at every level "seeing" the annual mission (vice focusing on short-term, arbitrary phase lines)



**Bottom Line: Complete overhaul of current doctrine!**



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USAREC Strategic  
Management



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# Applying the DOTMLPF Framework

**D**

Doctrine

**O**

Organization

**T**

Training

**M**

Materiel

**L**

Leadership and Education

**P**

Personnel

**F**

Facilities

## Key points:

- We execute our operational mission daily
- We operate through mission command
- Some of our best ideas come from the field
- We are looking for ways to streamline processes & leverage existing technologies
- We operate in a dynamic recruiting environment
- We operate in a resource-constrained environment

**Planning & developing integrated solutions for our transformation**



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# US Army Recruiting Command



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USAREC Personnel



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# RA Recruiter Assignment Process



**Army  
Branches**

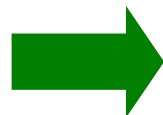


**Recruit**

**+ The Recruiter**



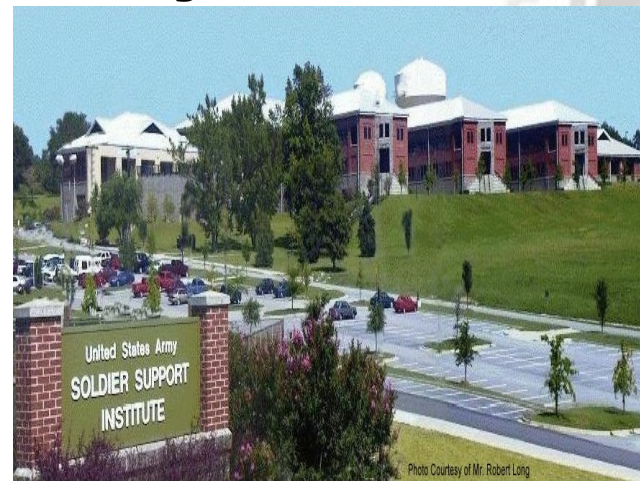
Army Career Branches  
provide packets based on  
Human Resources  
Command (HRC) mission  
guidance



**DA Selects and  
Volunteers  
Selected for Recruiting  
Duty**



## Recruiting and Retention School



Volunteers and OCONUS based Soldiers  
receive Battalion level Assignments prior to  
their report date to the Army Recruiting  
Course (ARC)



### Assignment considerations include:

- Rank / Gender / Demographics / Language
- Sponsorship assignment before unit arrival
- Student preferences & Family EFMP
- Current & projected strengths
- CG priority of fill

**USARE  
C  
G-1**



## USAREC Assignment



Brigades/Battalions make Company and Station level assignments



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# Current Recruiter Screening Processes



## Current AR 601-1 Requirements:

### Personnel:

- Possess excellent military appearance and bearing
- Must not be in violation of AR 600-20 regarding participation in extremist organizations and activities
- Must meet tattoo policy of AR 670-1
- Must qualify for a position of significant trust
- Have favorable civilian and military disciplinary records
- Have no unfavorable drug or alcohol related incidents within the past 5 years upon selection.
- Not have been convicted by civilian court or court-martial
- Never been the subject of adjudication (including proceedings under the provisions of the Uniform Code of Military Justice, Article 15 (UCMJ, Art. 15) or had adverse action taken by any authority for any offense that involves moral turpitude, regardless of sentence received or any offense under the UCMJ for which confinement of 2 years or more may be adjudged.
- All Soldiers must be screened against the National Sex Offender Registry database



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# Current Screening Processes

## Personnel Cont.:

- Have no history of domestic violence or assault, or marital, emotional, or major medical problems that would hamper performance on recruiting
- Pass APFT and meet Army Height/Weight Standards

## Behavioral Health:

- Have a Behavioral Health evaluation statement not older than 6 months verifying that the Soldier has no record of emotional or mental instability; this assessment must be based on a personal interview and screening of health records by a qualified mental health care provider.



## Recruiter Background Screening (RBS) Requirements:

- OMPF - NCOER's and Restricted Fiche
- CFSC - Family advocacy
- TIG
- EO
- CCF- (sends out checks to multiple agencies)
- Favorable National Agency Check with Law and Credit (NACLC)
- Favorable Centralized operations Police Suite (COPS) Check
- Local Police Check
- DOJ Sex Offender Registry
- ASAP



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# Regular Army (RA) Recruiting Force

## DA Select Recruiter

**65% Selected by DA**

**35% Volunteer**

**Serve 3 Year Recruiting Tour**

**Average Service is 11 Years**

**Average Age is 31**

**Need 1 out of 14 to Reclassify to 79R**

**5228 Total DA Select Recruiters**

**94% DA Selects have OIF/OEF Experience**

## Cadre Recruiter

**79R Becomes Primary MOS**

**Proven "Track Record"**

**Must be Excellent Trainers**

**56% are SFC**

**Average Age is 37**

**3017 Total Cadre Recruiters**

**72% 79R have OIF/OEF Exp**







# Army Reserve (AGR) Recruiting Force



## 79R On Production Recruiter

**0% Selected by HRC**

**100% Volunteer**

**0% Call to Active Duty (IRR)**

**Serve 3 Year Detail**

**Average Service is 13 Years**

**Average Age is 38**

**25 Total DA Select Recruiters**

**76% DA Selects have OIF/OEF Experience**

## Cadre Recruiter

**79R Becomes Primary MOS**

**61% are SFC**

**Average Service is 12 Years**

**Average Age is 38**

**1487 Total Cadre Recruiters**

**63% 79R have OIF/OEF Exp**



# Recruit the Recruiter (RTR) & Division Outreach Team



## USAREC Mentorship Program -

- Is an extension of the "sponsorship" program
- Expedites Battalion-level assignments
- Weekly contact with the Soldier
- Verifies/validates that NCOs maintain qualifications while waiting ARC attendance



## Prospecting -

- Uses electronic technology to inform Soldiers of the volunteer process
- Targets specified group of Soldiers
- Travels to stateside and overseas installations or places a 79R within a Division footprint

## Qualifying -

- Review all Reenlistment and Volunteer Recruiter Packets for qualification and eligibility
- Ensures Background Investigation has no unfavorable information disqualifiers

## Assigning -

- Provides Soldiers with a list of available recruiting assignments
- Verifies Soldiers assignment preferences



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# BACK UP



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# Efficient Processing, Quality Control and Misconduct

One of the key advantages of working as a team is that having multiple eyes on an individual's enlistment process can reduce administrative errors, decrease acts of misconduct, and improve efficiency.



- The intent is to continue to move errors, waste, and loss as close to the beginning of the process as possible.
- Not push someone along in the process in a last ditch effort to accomplish a monthly mission or meet a board cutoff.
- Forecast early what would be necessary to maintain standards, holding ourselves accountable for execution over the long view.

We must maintain standards in enlistment processing and efficiently manage recruiting, from first contact to shipping, at the lowest possible level.



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# DOTMLPF

As we plan and develop integrated solutions for our transformation to USAREC 2020 it is important to consider all aspects of recruiting operations.

<b>D</b>	<b>Doctrine</b>
<b>O</b>	<b>Organization</b>
<b>T</b>	<b>Training</b>
<b>M</b>	<b>Materiel</b>
<b>L</b>	<b>Leadership and Education</b>
<b>P</b>	<b>Personnel</b>
<b>F</b>	<b>Facilities</b>

USAREC is executing its operational mission every day providing little ability to go off line and train.

- We must use a small lesson's approach:
  - Highlight what is working and elevating innovators to capture momentum
- Our ability to successfully execute the transformation plan will depend on how well we integrate across all functions, use our limited resources wisely
  - Adapt to changing environments to overcome obstacles

By empowering leaders at each level of the organization with the authority to act through mission command and hold people responsible for adhering to standards, recognizing them when they do, we can accomplish the mission and transform the organization and teams.



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# Mission Command



One of our challenges has always been dealing with complex missions in a geographically dispersed organization.

- **Mission Command is the basis for our operations that will give us the collective focus and adaptability to accomplish our very complex mission**
- **Mission Command is proven in every military operation across the spectrum and is how we operate**
- **Historically we see units and organizations that employ mission command succeed**
- **Commanders must exercise authority and provide direction through mission orders, enabling subordinate leaders to exercise disciplined initiative within commander's intent**
- **Commanders must be thoroughly familiar with AR**



- **Understand their responsibilities especially as related to a positive command climate**
- **Establish a well-being framework that incorporates the aspirations, "To serve, to live, to connect and to grow." Establishing this well-being end state will assist the command in working as a team**



ers as they conduct  
onment.



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# Doctrine



## USAREC developing new doctrine:

- ☑ Two new manuals, 3 & 3-0 (Recruiting Operations) serve as capstone documents to guide all recruiting operations.
  - Provide a foundational understanding at every echelon.
  - Mirror the Army's Doctrine 2015 approach, aligning our efforts w/ how the Army applies doctrine.
- ☑ Nested manuals will describe on-going transformation efforts:
  - More command centric
  - Greater emphasis on leveraging Army planning methodologies (Military Decision making Process & Troop Leading Procedures)
  - Increased emphasis on leveraging Army targeting methodology (Decide, Detect, Deliver & Assess)
  - More emphasis on Leader Development
  - Increased emphasis on commanders at every level "seeing" the annual mission (vice focusing on short-term, arbitrary phase lines)



**Bottom Line: Complete overhaul of current doctrine!**



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# Organization

USAREC must task organize to meet changing mission requirements, available resources and environmental shifts in the economy or market.



- Past transformation efforts have provided solid organizational structure, spans of control and geographic alignments at the battalion and brigade level
- Commander's are expected to look at where centers are positioned in their markets and how companies are aligned to contiguous markets using the Positioning Analysis & Evaluation (PAE) process to best align our forces for mission success
- The center of gravity for this command is the recruiting center.

Center and company commanders are expected to adjust to mission needs using the recruiting operations plan and timelines to fluidly task organize execution of recruiting functions for their units.



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# Training

Training poses a special problem for USAREC, being a geo-dispersed unit using skill sets unique for the Army while constantly executing our mission.

- Commanders are expected to leverage social media, blogs, webinars, MilSuite's Pro-Net, and train-the-trainer events, as with ongoing Master-Resiliency, to help bridge the training gap in the field
- Leaders are expected to find innovative ways to train and share those ideas across the formation
- The introduction of an approved METL to our training process is a fundamental shift in past practice



We will apply Army Training doctrine more than the past and use an already successful Army training model to train our force.



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# Material

We have grown outdated with much of our material support and must fix the situation as quickly as our budgets allow, shifting funding priorities where necessary and gaining support from the Army.

- First order of business is our mobile technology.
  - More effective and cheaper technology, both mobile hardware and software
  - Provide each Recruiter with a Smartphone and data plan



- Deploy mobile applications that make each recruiter action more effective and efficient, integrated with the recruiting processes
- Leverage approved cloud services, pairing mobile smart devices providing major gains in data security and process efficiency
- Access and share information and these solutions are part of solving those problems

- Explore how thin clients plus cloud data can replace laptops, providing protection to Personally Identifying Information (PII) that cut hardware replacement costs

We are looking at two key marketing support areas, Personal Presentation Items (PPI) and event support equipment at the local level. We need to equip our forces to engage their markets independently, not relying on only national assets showing up.



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# Leadership

Leader development, especially as we further establish mission command as a key principle of recruiting, is critical to our success.

Company commanders must “own” their missions and not defer to the senior NCOs.

- Leaders at all levels are held to the standards established in AR 600-20, Army Command Policy, and should develop their subordinate leaders accordingly
- Leaders must utilize Defense Connect Online and MilSuite’s /Pro-Net to directly engage on key leadership issues and topics
- Leverage TRADOC’s distance learning initiatives to extend leader development to our Soldiers and leaders limiting our travel and time away from our formation



**AR 600-20,  
Army  
Command  
Policy**



As commanders execute their authority, I expect them to rely on the advice and knowledge of our NCO leaders and recruiting experts. Their experience is invaluable to ensuring mission accomplishment.



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# Transformation

As USAREC works together to set our direction, we will take advantage of the lessons learned from our past series of transformation efforts.

Team Recruiting



Pinnacle



Small Unit Recruiting



Current Operations

Our future transformation is a full spectrum effort across all the integrated planning domains of doctrine, organization, training, material, leadership, personnel, and facilities (DOTMLPF).

## **Our transformation is rooted in the recruiting functions:**

- Focus on behaving as a learning organization
- Gathering and sharing knowledge
- Fostering innovation and creativity
- Empowering commanders, leaders, and Soldiers, working as a team, to accomplish all of our missions; enlisted, medical, and in-service.

**Our efforts to transform USAREC will mirror efforts by the Army to transform the entire accessions enterprise.**



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# Facilities

USAREC must relook positioning of our centers to ensure we are in the right places. Transforming to Small Unit Recruiting and Pinnacle in recent years, USAREC gave up too many Recruiting Centers in areas where we have had past success.

- Tight budgets are reason to ensure we are in the right locations
- We must regain key terrain we surrendered and give up locations with low potential to achieve our mission
- Relook the locations of our company headquarters and where feasible consolidate into facilities we currently lease or can share to enable commanders and first sergeants to exercise mission command more directly.
- Move on military installations for added security and amenities at reduced costs, and in the case of in-service missions for accessibility to their market



We must continue to work closely with the Corps of Engineers to anticipate and get ahead of demographic shifts, ensuring we occupy and dominate the terrain decisive to acquiring the right high-quality talent..



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# Working as a Team

We must work as a team with every individual working together to execute recruiting operations. The team leader, based on the mission, personnel, and resources must task organize to accomplish their mission.

- **Leaders will not hand out individual contract missions**
- **Recruiters will not work by themselves and executing every step of the recruiting process**
- **There will be no more “just do two” mentalities**
- **Leaders will not divorce themselves of the responsibility to be involved and lead their forces.**
- **We will not prescribe roles and force leaders to dogmatically apply those roles based on the size of the center**
- **If the center needs to shift its main effort from prospecting to processing or a future Soldier event, then the leader must make that call based on their circumstances.**



The key is leader involvement, organizing and leading their team, to accomplish the mission and continually execute, simultaneously, all functions in the recruiting process, especially prospecting, processing and future Soldier training



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# Leading Future Soldiers

Our Future Soldiers need leadership to ensure they remain motivated and prepare them to fulfill their commitment as Soldiers..

- **Historically we seemed to assume that some level of losses were acceptable. This is extremely wasteful as the time and energy spent to recruit a Future Soldier can't be recouped.**
- **Holding on to someone we shouldn't have recruited masks shortfalls we will need to replace.**
- **Commanders are expected to recruit and keep those who want to serve and leverage the future Soldier program as a force multiplier**



Our Future Soldiers are a great advocate for Army opportunities and referrals. We must maintain a positive relationship with them and their influencers.



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# Recognizing Excellence

Another key to success is recognizing excellence in the organization. We had to make changes and focus on the team.

While our intent was to eliminate individual awards tied purely to production, we ended up eliminating nearly all individual recognition and that is not the intent.

- We need to recognize individuals who perform and exhibit excellence.
- We are instituting the Master Recruiter Badge and reinstituting the Gold Badge
- Programs must view the whole person concept, not just tied to a number of contracts an individual produces.



I expect commanders to continue using the Army awards system and their own programs to recognize teams and individuals based on excellence.



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# Maintaining Contact with Communities

Our mission requires us to maintain contact with American



**We need to focus our physical presence where we can gain the most recruits**



**We must use marketing, social networks and a virtual presence to continue providing opportunities where our physical presence is limited**

- **Commanders need to measure return on investment and go where we can best recruit.**
- **Leaders must realistically evaluate their abilities, needs in a marketplace and leverage the targeting process to acquire the resources needed for success, support where feasible, and defer when a distraction**
- **Commanders must position their forces to make best use of our Soldiers ability to engage the market in their communities and ensure a Army Total Force is viewed by the market**
- **USAREC units must work together (i.e. Enlisted, AMEDD, SORB) and work with Army Reserve and National Guard**
- **Need to maintain positive contact and leverage relations with military communities including active, reserve, and retired**





# Supporting Systems



We must develop and maintain the systems that support recruiting. Whether an administrative process, an information system, meetings, training events, or communications, we must learn to do routine things routinely.

**Must ensure continuous feedback from the most critical point in our operational environment, the Army interview, through each level of command including Army leaders, other Army organizations, and American communities.**

- **Feedback must inform our systems and force adaptation**
- **Field equipment because Recruiters need it**
- **Field software and applications that support the accomplishment of the mission**



l universally accessible paperless systems with one time data entry that are flexible, mobile, and easy to use and understand.



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# Personnel

Managing talent and selecting the right personnel to fill recruiting positions – Army designated positions of special trust – is essential to our continued success.

**We must have the right balance between the experience and continuity of our civilian and senior 79R force and the breadth and operational experience of Leaders and Soldiers rotating from operational force units.**



**Leaders focus on two primary efforts:**

- **Recruiting and selecting talented civilians to help replace a workforce consisting of many approaching retirement age**
- **Identify and mentor the right DA selected recruiters to convert to 79R.**

USAREC is currently leading an Army review of Career Management Field 79 and we will use the results of this effort to inform our future transformation.



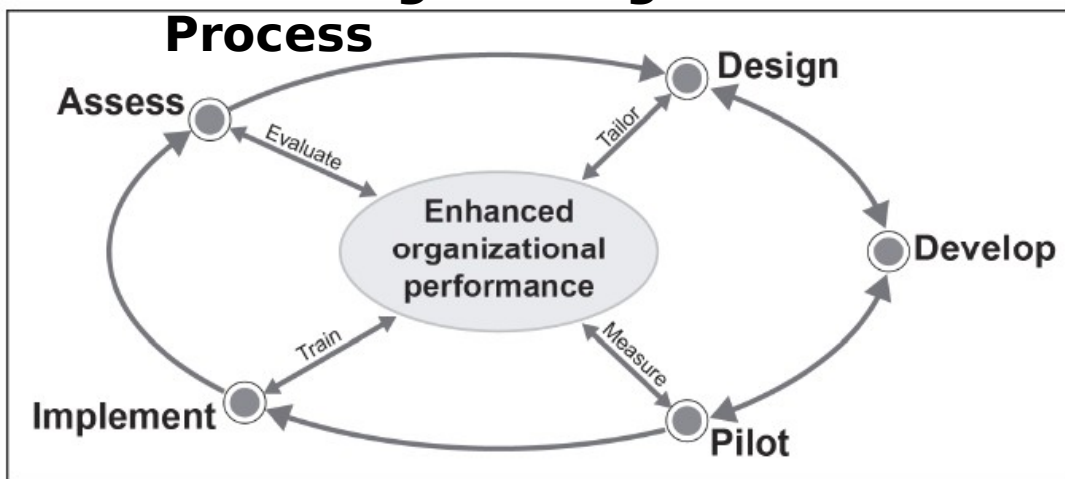
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# Lessons Learned

An important characteristic of a learning organization is using knowledge management to learn from past lessons and apply that knowledge to future situations.

## Knowledge Management Process



- Learning organizations don't continue to repeat past mistakes
- Learning organizations seek to continually improve.

We have invested considerable time, energy, and resources during our past transformation efforts. We will not waste that investment by giving up ground we have already gained.



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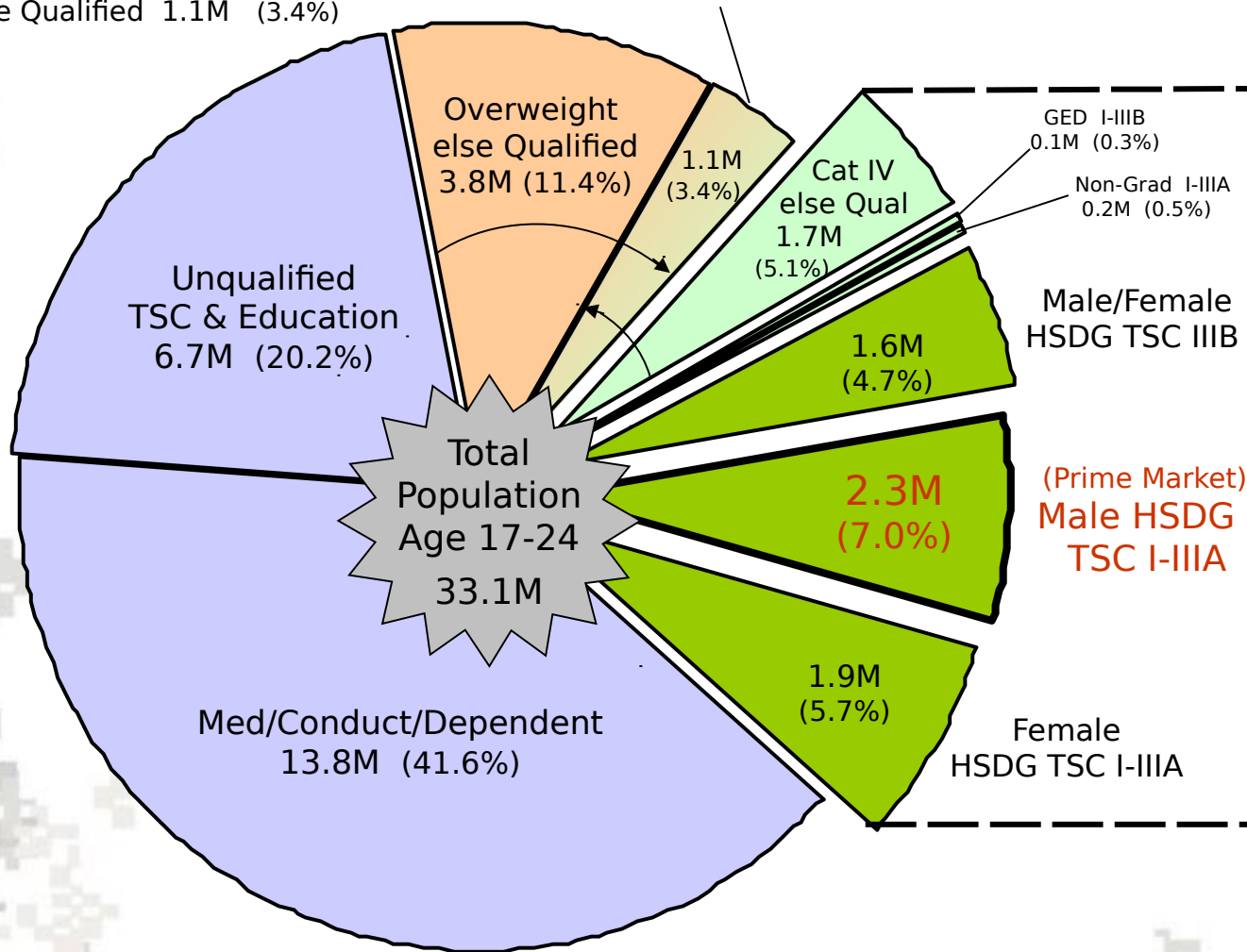




# Age 17-24 Youth Market (2013)

(US Territories included)

TSC IV & Overweight  
else Qualified 1.1M (3.4%)



## Target Market

less than  
1 in 4  
Qualified:

**Medical  
Moral  
Dependent  
ASVAB  
and  
Educationally**  
*no waiver  
required*

**7.8M  
(23.4%)**